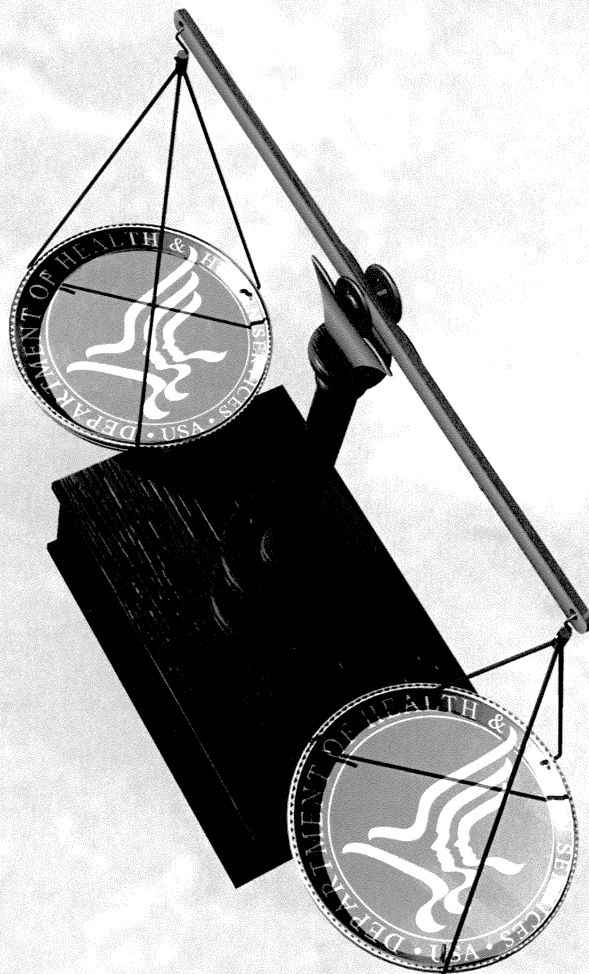# HHS Acquisition Benchmarking Symposium 2003

Natcher Conference Center
July 29-30, 2003

HHS Acquisition Benchmarking Forum 2003

This booklet lists all the benchmarks recorded through the time of the HHS Acquisition Benchmarking Forum held in July 2003. The organizational effectiveness benchmarks are based on survey results reported by employees, customers, and vendors from 1997 until early 2003. The organizational efficiency-effectiveness benchmarks are based on FY97-FY01 personnel costs, FY97-FY01 workload actions, and the most recent customer survey results.

Organizations listed in this book are available for consultation on the processes, methods, and practices that they used to achieve the level of success reported in these surveys.

We have separated this report into two sections: I. Large organizations and II. Small organizations. For purposes of this Forum, large organizations are defined as having 35 or more employees. On certain issues, you may want to consult with a benchmarking organization that is similar in size to your own organization.

The tables in this booklet show the various performance sub-categories, the range of scores, and the designated benchmark organizations. Designation of a benchmark organization was based on the percentages of survey respondents who responded favorably to the survey question listed, such as strongly agree or agree. In cases where the survey results did not exceed 70 percent, no benchmark has been designated.

In addition to benchmarks based on survey scores, HHS has designated benchmark organizations in three new areas: Most Improved, Best Overall, and Most Efficient-Effective Organization. Most improved organizations were selected by comparing percentage point average scores of most recent survey data to prior levels. Organizations with the largest average

increase were designated most improved. Only acquisition offices that had the opportunity to conduct a second round of Acquisition Balanced Scorecard surveys by the time of this Forum were eligible to be designated in this category.

Best overall benchmarks were calculated using a grand average positive percentage score for the employee, customer, and vendor surveys of each organization. Organizations with the highest overall average score were designated as best overall in their respective areas.

Most efficient-effective benchmarks were derived using historical personnel costs, workload actions, and customer survey results, and applying regression and Data Envelopment analyses. The most efficient-effective large and small organizations are identified below. Most improved and best overall benchmarks are located at the end of their respective employee, customer, and vendor survey sections.

Most Efficient-Effective Large Organization:

CMS

Most Efficient-Effective Small Organization:

AHRQ

I. Large Organizations

Employee Survey

Quality Work Environment

Overall Range: 59-85%   **Overall Benchmark: PSC**

Do you agree or disagree that your branch/division/office provides a good environment for the following aspects of procurement work?

Sub-categories	Range (%)	Benchmark
My work schedule is flexible	62-90	CMS
I receive training to perform my job	54-92	PSC
Team contributions are rewarded	25-80	PSC
Individual contributions are rewarded	38-76	PSC
Working conditions are acceptable	62-92	PSC
Supervisory personnel emphasize quality in our work products	63-94	NIH (NHLBI)
Spirit of cooperation and teamwork exists in my branch/division/office	42-88	CMS
Tools are furnished as needed (e.g., computers)	54-100	IHS, PSC

I. Large Organizations

Employee Survey

Executive Leadership—General

Overall Range: 56-88%   Overall Benchmark: NIH (NHLBI)

Do you agree or disagree that good procurement leadership is provided in the following general aspects of your work?

Sub-categories	Range (%)	Benchmark
My procurement office is professional	66-87	NIH (NHLBI)
My supervisors are acquisition professionals	72-91	NIH (NCI)
My procurement office adds value in accomplishing the Agency mission	78-93	NIH (NHLBI)
I would recommend my procurement office as a place to work	29-81	NIH (NHLBI)
Customers respect my procurement office	34-87	NIH (NHLBI)

I. Large Organizations

Employee Survey
Executive Leadership—Specific

Overall Range: 43-77%   Overall Benchmark: NIH (NHLBI)

Do you agree or disagree that good procurement leadership is provided in the following specific aspects of your work?

Sub-categories	Range (%)	Benchmark
My supervisors properly balance program office needs and taxpayer interests	43-77	NIH (NHLBI)
My supervisors seek continuous performance improvement	45-87	NIH (NHLBI)
I am given discretion to make appropriate decisions	59-88	CMS
Procurement operations are conducted impartially	35-81	NIH (NHLBI)
My procurement office has clear goals	38-77	NIH (NHLBI)
My supervisors measure performance against goals and objectives	29-73	NIH (NCI)
Supervisors solicit my opinions and ideas on important matters	44-81	NIH (NHLBI)
Procurement policy issues are adequately communicated to me	25-83	NIH (NHLBI)
I respect the leadership abilities of my immediate supervisor	67-80	CMS, PSC
My supervisors' communications are candid and timely	53-83	CMS
Workload is distributed fairly	24-68	---

I. Large Organizations

Employee Survey

Project Officer Performance, Contracting—General

Overall Range: 46-71%   Overall Benchmark: NIH (NHLBI)

Do you agree or disagree that the project officers with whom you work do a good job in the following general contracting areas?

Sub-categories	Range (%)	Benchmark
Meet critical preaward milestones	18-60	---
Meet critical postaward milestones	21-70	NIH (NCI)
Communicate effectively with me	48-73	NIH (NHLBI)
Respect my contracting expertise	42-80	NIH (NHLBI)
Provide generally satisfactory performance	44-78	NIH (NHLBI)

I. Large Organizations

Employee Survey

Project Office Performance, Contracting—Specific

Overall Range: 34-71%   Overall Benchmark: NIH (NHLBI)

Do you agree or disagree that the project officers with whom you work do a good job in the following specific contracting areas?

Sub-categories	Range (%)	Benchmark
Involve procurement offices early in the planning process	21-65	---
Provide complete statements of work and evaluation criteria	10-62	---
Know about the products/services procured	54-93	NIH (NHLBI)
Furnish realistic independent government cost estimates	12-48	---
Evaluate proposals impartially	40-83	NIH (NHLBI)
Provide meaningful support in the negotiation process	57-79	NIH (NHLBI)
Prevent delays in product/service delivery	21-69	---
Monitor contractor performance carefully	26-75	NIH (NHLBI)
Review invoices on a timely basis	46-75	NIH (NHLBI)

I. Large Organizations

Employee Survey

General

Overall Range: 36-84%   Overall Benchmark: NIH (NHLBI)

Employee Survey

Most Improved Organization

Percent Improvement: 8%   Benchmark: FDA

Employee Survey

Best Overall Organization

Overall Range: 53-77%   Benchmark: NIH (NHLBI)

I. Large Organizations

Customer Survey

Timeliness

Overall Range: 42-82%   Overall Benchmark: NIH (NHLBI)

Do you agree or disagree that the procurement office performs the following aspects of timeliness well?

Sub-categories	Range (%)	Benchmark
Works with me to develop procurement strategies early in the planning process	40-86	NIH (NHLBI)
Meets critical milestones in the procurement process	47-88	NIH (NHLBI)
Informs me of current status of procurements	41-81	NIH (NHLBI)
Meets projected contract award dates	47-83	NIH (NHLBI)
Plans effectively for timely delivery	48-83	NIH (NHLBI)
Works with me on contract monitoring strategy soon after contract award	32-75	NIH (NHLBI)
Prevents problems that may lead to delivery delays	35-71	NIH (NHLBI)
Obtains products/services when I need them	38-87	NIH (NHLBI)

I. Large Organizations

Customer Survey

Service/Partnership

Overall Range: 51-89%   Overall Benchmark: NIH (NHLBI)

Do you agree or disagree that the procurement office performs the following aspects of service/partnership well?

Sub-categories	Range (%)	Benchmark
Is responsive	46-91	NIH (NCI)
Explains project/contract office roles/responsibilities	53-90	NIH (NHLBI)
Conducts procurements impartially	67-95	NIH (NHLBI)
Shows flexibility in meeting my specific needs	45-91	NIH (NHLBI)
Communicates well with me	42-88	NIH (NHLBI)
Supports my organization's mission	53-93	NIH (NHLBI)
Works closely with me to monitor contractor performance	36-75	NIH (NHLBI)
Helps me to solve problems quickly and effectively	45-81	NIH (NHLBI)
Respects my technical expertise	46-90	NIH (NHLBI)
Deals with me in a courteous, business-like manner	72-95	NIH (NHLBI)
Provides satisfactory services overall	52-93	NIH (NHLBI)

I. Large Organizations

Customer Survey

Quality

Overall Range: 44-77%   Overall Benchmark: NIH (NHLBI)

Do you agree or disagree that the procurement office meets the following quality criteria?

Sub-categories	Range (%)	Benchmark
Has adequate knowledge of products/services being procured	47-81	NIH (NHLBI)
Understands the marketplace for products/services being procured	42-80	NIH (NHLBI)
Suggests ways to strengthen my statements of work	37-74	NIH (NHLBI)
Selects vendors with best value (quality and price)	39-75	NIH (NHLBI)
Obtains high-quality products/ services	43-77	NIH (NHLBI)

I. Large Organizations

Customer Survey

General

Overall Range: 45-93%   Overall Benchmark: NIH (NHLBI)

Customer Survey

Most Improved Organization

Percent Improvement: ---   Benchmark: ---

Customer Survey

Best Overall Organization

Overall Range: 47-84%   Benchmark: NIH (NHLBI)

I. Large Organizations

Vendor Survey

Timeliness—Contracting Office

Overall Range: 42-70%   **Overall Benchmark: FDA**

Do you agree or disagree that the procurement office performs the following aspects of timeliness well?

Sub-categories	Range (%)	Benchmark
Responds promptly to your requests for procurement schedules	51-76	CDC
Develops contract monitoring strategies with you soon after contract award	35-68	---
Helps you obtain government-furnished data or equipment when you need it	22-57	---
Seeks to remedy contract administration problems quickly	53-78	FDA
Helps you receive timely payment	44-94	CMS

I. Large Organizations

Vendor Survey

Quality—Contracting Office

Overall Range: 56-74%   **Overall Benchmark: CDC**

Do you agree or disagree that our contracting office meets the following quality criteria?

Sub-categories	Range (%)	Benchmark
Has adequate understanding of your products and services	65-74	CDC, FDA
Asks industry to help clarify government contract requirements (e.g., via draft solicitations), as appropriate	37-71	CMS
Understands the business aspects of the marketplace in which you operate	35-71	CDC
Uses appropriate evaluation factors to help select quality vendors	40-74	CDC
Uses clear and complete contract terms and conditions	62-86	CDC
Answers your contracting questions well, regardless of the staff person involved	63-80	FDA
Knows about current acquisition policies, procedures, and strategies	54-82	CMS
Administers your contracts effectively	66-86	FDA

I. Large Organizations

Vendor Survey

Cooperation—Contracting Office

Overall Range: 60-77%   Overall Benchmark: CDC, FDA

Do you agree or disagree that our contracting office cooperates well with you?

Sub-categories	Range (%)	Benchmark
Deals with you in a courteous, businesslike manner	82-97	CDC
Treats you fairly	75-93	FDA
Communicates well with you	76-88	FDA
Negotiates in good faith	74-92	CDC
Provides helpful debriefings	34-55	---
Works closely with you to resolve preaward issues	53-69	---
Gives you sufficient time to respond to requests for proposals, cost/price data, etc.	47-87	FDA
Uses appropriate tools (e.g., automation, electronic commerce, Internet) to make your job easier	51-85	FDA
Works closely with you to monitor contract performance	40-71	CMS
Gives you sufficient opportunity to verify information on your past performance	38-59	---

I. Large Organizations

Vendor Survey

General-Contracting Office

Overall Range: 75-89%   Overall Benchmark: CDC

Vendor Survey

Timeliness-Contracting Office

Overall Range: 76-92%   Overall Benchmark: CDC

I. Large Organizations

Vendor Survey

Timeliness—Program Offices

Overall Range: 44-71%   **Overall Benchmark: CDC**

Do you agree or disagree that our program offices take the following actions in timely manner?

Sub-categories	Range (%)	Benchmark
Develops contract mo nitoring strategies with you soon after contract award	41-76	CDC
Provides government-furnished data or equipment when you need it	31-64	---
Seeks to remedy contract administration problems quickly	53-82	FDA
Helps you receive timely payment	51-71	CMS

I. Large Organizations

Vendor Survey

Quality—Program Offices

Overall Range: 53-78%   **Overall Benchmark: FDA**

Do you agree or disagree that our program offices meet the following quality criteria?

Sub-categories	Range (%)	Benchmark
Has adequate technical knowledge of your products, services, and capabilities	57-94	CMS
Develops statements of work that are clear and complete	57-82	CMS
Develops statements of work that tell you **what** must be done, not **how** to do it	54-76	FDA
Answers your technical questions well, regardless of the staff person involved	45-78	CDC, FDA

I. Large Organizations

Vendor Survey

Cooperation—Program Offices

Overall Range: 61-78%   **Overall Benchmark: FDA**

Do you agree or disagree that our program offices cooperate well with you?

Sub-categories	Range (%)	Benchmark
Deals with you in a courteous, businesslike manner	79-91	FDA
Treats you fairly	71-90	FDA
Communicates well with you	67-87	CDC
Provides helpful debriefings	39-55	---
Works closely with you to monitor contract performance	41-71	CDC, CMS, FDA

I. Large Organizations

Vendor Survey

General—Program Offices

Overall Range: 76-94%   Overall Benchmark: CDC

Vendor Survey

Most Improved Organization

Percent Improvement: 8%   Benchmark: CDC

Vendor Survey

Best Overall Organization

Overall Range: 56-75%   Benchmark: CDC

II. Small Organizations

Employee Survey

Quality Work Environment

Overall Range: 47-100%   **Overall Benchmark: AHRQ**

Do you agree or disagree that your branch/division/office provides a good environment for the following aspects of procurement work?

Sub-categories	Range (%)	Benchmark
My work schedule is flexible	55-100	AHRQ, NIH (NICHD, NIEHS, NLM)
I receive training to perform my job	63-100	AHRQ, NIH (DRC, NINDS)
Team contributions are rewarded	13-100	AHRQ
Individual contributions are rewarded	20-100	AHRQ
Working conditions are acceptable	55-100	AHRQ, NIH (DRC, NINDS)
Supervisory personnel emphasize quality in our work products	38-100	AHRQ, NIH (NINDS)
Spirit of cooperation and teamwork exists in my branch/division/office	22-100	AHRQ
Tools are furnished as needed (e.g., computers)	50-100	AHRQ, NIH (DRC, NLM)

II. Small Organizations

Employee Survey

Executive Leadership—General

Overall Range: 60-96%   **Overall Benchmark: AHRQ, NIH (DRC)**

Do you agree or disagree that good procurement leadership is provided in the following general aspects of your work?

Sub-categories	Range (%)	Benchmark
My procurement office is professional	44-100	AHRQ, NIH (NICHD, NIDA, NLM)
My supervisors are acquisition professionals	63-100	AHRQ, NIH (DRC, NIDA, NLM)
My procurement office adds value in accomplishing the Agency mission	63-100	AHRQ, NIH (DRC)
I would recommend my procurement office as a place to work	44-100	AHRQ, NIH (DRC)
Customers respect my procurement office	50-100	NIH (DRC)

II. Small Organizations
Employee Survey
Executive Leadership—Specific

Overall Range: 45-98%   **Overall Benchmark: AHRQ**

Do you agree or disagree that good procurement leadership is provided in the following specific aspects of your work?

Sub-categories	Range (%)	Benchmark
My supervisors properly balance program office needs and taxpayer interests	50-100	AHRQ, NIH (NINDS)
My supervisors seek continuous performance improvement	50-100	AHRQ, NIH (DRC, NINDS)
I am given discretion to make appropriate decisions	50-100	AHRQ
Procurement operations are conducted impartially	33-100	AHRQ, NIH (NIDA)
My procurement office has clear goals	33-100	AHRQ
My supervisors measure performance against goals and objectives	38-100	AHRQ, NIH (NLM)
Supervisors solicit my opinions and ideas on important matters	44-100	AHRQ, NIH (DRC)
Procurement policy issues are adequately communicated to me	38-100	AHRQ
I respect the leadership abilities of my immediate supervisor	55-100	AHRQ, NIH (DRC)
My supervisors' communications are candid and timely	33-100	AHRQ, NIH (DRC)
Workload is distributed fairly	25-90	NIH (NIAID)

Employee Survey

Project Officer Performance, Contracting—General

Overall Range: 42-96%   Overall Benchmark: NIH (DRC)

Do you agree or disagree that the project officers with whom you work do a good job in the following general contracting areas?

Sub-categories	Range (%)	Benchmark
Meet critical preaward milestones	33-100	NIH (DRC)
Meet critical postaward milestones	33-85	NIH (NIEHS)
Communicate effectively with me	44-100	NIH (DRC)
Respect my contracting expertise	44-100	NIH (DRC)
Provide generally satisfactory performance	56-100	NIH (DRC)

II. Small Organizations

Employee Survey

Project Office Performance, Contracting—Specific

Overall Range: 36-98%   Overall Benchmark: NIH (DRC)

Do you agree or disagree that the project officers with whom you work do a good job in the following specific contracting areas?

Sub-categories	Range (%)	Benchmark
Involve procurement offices early in the planning process	29-100	NIH (DRC)
Provide complete statements of work and evaluation criteria	14-100	NIH (DRC)
Know about the products/services procured	55-100	NIH (DRC)
Furnish realistic independent government cost estimates	0-80	NIH (DRC)
Evaluate proposals impartially	44-100	NIH (DRC)
Provide meaningful support in the negotiation process	40-100	NIH (DRC)
Prevent delays in product/service delivery	20-100	NIH (DRC)
Monitor contractor performance carefully	33-100	NIH (DRC)
Review invoices on a timely basis	20-100	NIH (DRC)

II. Small Organizations

Employee Survey

General

Overall Range: 50-100 %   Overall Benchmark: AHRQ

Employee Survey

Most Improved Organization

Percent Improvement: 12 %   Benchmark: SAMHSA

Employee Survey

Best Overall Organization

Overall Range: 50-87 %   Benchmark: NIH (DRC)

II. Small Organizations

Customer Survey

Timeliness

Overall Range: 42-86%   **Overall Benchmark: NIH**
                                              (NINDS, NIAID)

Do you agree or disagree that the procurement office performs the following
aspects of timeliness well?

Sub-categories	Range (%)	Benchmark
Works with me to develop procurement strategies early in the planning process	48-93	NIH (DRC)
Meets critical milestones in the procurement process	60-92	NIH (NINDS)
Informs me of current status of procurements	49-91	NIH (NIDA)
Meets projected contract award dates	67-96	NIH (NINDS)
Plans effectively for timely delivery	52-88	NIH (NIAID, NINDS)
Works with me on contract monitoring strategy soon after contract award	30-75	NIH (NINDS)
Prevents problems that may lead to delivery delays	36-85	NIH (NIAID)
Obtains products/services when I need them	52-91	NIH (NINDS)

II. Small Organizations

Customer Survey
Service/Partnership

Overall Range: 51-93%   Overall Benchmark: NIH (NINDS)

Do you agree or disagree that the procurement office performs the following aspects of service/partnership well?

Sub-categories	Range (%)	Benchmark
Is responsive	64-96	NIH (NINDS)
Explains project/contract office roles/responsibilities	61-96	NIH (NINDS)
Conducts procurements impartially	73-100	NIH (NLM)
Shows flexibility in meeting my specific needs	53-96	NIH (NINDS)
Communicates well with me	52-91	NIH (NIDA)
Supports my organization's mission	50-96	NIH (NINDS)
Works closely with me to monitor contractor performance	32-88	NIH (NINDS)
Helps me to solve problems quickly and effectively	56-92	NIH (NINDS)
Respects my technical expertise	50-100	NIH (DRC)
Deals with me in a courteous, business-like manner	71-100	NIH (DRC)
Provides satisfactory services overall	68-96	NIH (NINDS)

II. Small Organizations

Customer Survey

Quality

Overall Range: 44-84%   Overall Benchmark: NIH (NICHD)

Do you agree or disagree that the procurement office meets the following quality criteria?

Sub-categories	Range (%)	Benchmark
Has adequate knowledge of products/services being procured	52-89	NIH (NICHD)
Understands the marketplace for products/services being procured	45-81	NIH (NICHD)
Suggests ways to strengthen my statements of work	52-81	NIH (NICHD)
Selects vendors with best value (quality and price)	43-87	NIH (NICHD)
Obtains high-quality products/ services	42-85	NIH (NICHD)

II. Small Organizations

Customer Survey

General

Overall Range: 55-96%   Overall Benchmark: NIH (NINDS)

Customer Survey

Most Improved Organization

Percent Improvement: ---   Benchmark: ---

Customer Survey

Best Overall Organization

Overall Range: 54-88%   Benchmark: NIH (NIAID)

II. Small Organizations

Vendor Survey

Timeliness—Contracting Office

Overall Range: 52-74%   Overall Benchmark: NIH (NIEHS)

Do you agree or disagree that the procurement office performs the following aspects of timeliness well?

Sub-categories	Range (%)	Benchmark
Responds promptly to your requests for procurement schedules	41-71	NIH (NIEHS)
Develops contract monitoring strategies with you soon after contract award	45-70	NIH (NIEHS)
Helps you obtain government-furnished data or equipment when you need it	33-83	NIH (NIEHS)
Seeks to remedy contract administration problems quickly	58-80	AHRQ
Helps you receive timely payment	55-75	SAMHSA

II. Small Organizations

Vendor Survey

Quality—Contracting Office

Overall Range: 62-72%   Overall Benchmark: NIH (NIEHS)

Do you agree or disagree that our contracting office meets the following quality criteria?

Sub-categories	Range (%)	Benchmark
Has adequate understanding of your products and services	58-79	NIH (NIEHS)
Asks industry to help clarify government contract requirements (e.g., via draft solicitations), as appropriate	28-64	---
Understands the business aspects of the marketplace in which you operate	48-62	---
Uses appropriate evaluation factors to help select quality vendors	53-69	---
Uses clear and complete contract terms and conditions	74-79	OS
Answers your contracting questions well, regardless of the staff person involved	61-83	NIH (NIEHS)
Knows about current acquisition policies, procedures, and strategies	74-83	AHRQ
Administers your contracts effectively	69-84	AHRQ

II. Small Organizations

Vendor Survey

Cooperation—Contracting Office

Overall Range: 66-83%   Overall Benchmark: NIH (NIEHS)

Do you agree or disagree that our contracting office cooperates well with you?

Sub-categories	Range (%)	Benchmark
Deals with you in a courteous, businesslike manner	75-96	NIH (NIEHS)
Treats you fairly	75-94	NIH (NIEHS)
Communicates well with you	71-90	NIH (NIEHS)
Negotiates in good faith	78-96	NIH (NIEHS)
Provides helpful debriefings	44-74	NIH (NIEHS)
Works closely with you to resolve preaward issues	65-78	NIH (NIEHS)
Gives you sufficient time to respond to requests for proposals, cost/price data, etc.	64-88	NIH (NIEHS)
Uses appropriate tools (e.g., automation, electronic commerce, Internet) to make your job easier	64-81	NIH (NIEHS)
Works closely with you to monitor contract performance	48-74	AHRQ, OS
Gives you sufficient opportunity to verify information on your past performance	40-72	NIH (NIEHS)

II. Small Organizations

Vendor Survey

General-Contracting Office

Overall Range: 74-93%   Overall Benchmark: AHRQ

Vendor Survey

Timeliness-Contracting Office

Overall Range: 67-91%   Overall Benchmark: AHRQ

II. Small Organizations

Vendor Survey

Timeliness—Program Offices

Overall Range: 58-80%   Overall Benchmark: NIH (NIEHS)

Do you agree or disagree that our program offices take the following actions in timely manner?

Sub-categories	Range (%)	Benchmark
Develops contract monitoring strategies with you soon after contract award	63-79	NIH (NIEHS)
Provides government-furnished data or equipment when you need it	34-86	NIH (NIEHS)
Seeks to remedy contract administration problems quickly	61-83	NIH (NIEHS)
Helps you receive timely payment	61-71	NIH (NIEHS)

Vendor Survey

Quality—Program Offices

Overall Range: 71-84%   Overall Benchmark: NIH (NIEHS)

Do you agree or disagree that our program offices meet the following quality criteria?

Sub-categories	Range (%)	Benchmark
Has adequate technical knowledge of your products, services, and capabilities	73-80	AHRQ, SAMHSA, NIH (NIEHS)
Develops statements of work that are clear and complete	63-86	NIH (NIEHS)
Develops statements of work that tell you **what** must be done, not **how** to do it	68-83	NIH (NIEHS)
Answers your technical questions well, regardless of the staff person involved	72-85	NIH (NIEHS)

II. Small Organizations

Vendor Survey

Cooperation—Program Offices

Overall Range: 72-88%   Overall Benchmark: NIH (NIEHS)

Do you agree or disagree that our program offices cooperate well with you?

Sub-categories	Range (%)	Benchmark
Deals with you in a courteous, businesslike manner	78-94	NIH (NIEHS)
Treats you fairly	78-94	NIH (NIEHS)
Communicates well with you	75-89	NIH (NIEHS)
Provides helpful debriefings	51-81	NIH (NIEHS)
Works closely with you to monitor contract performance	72-82	OS

II. Small Organizations

Vendor Survey

General—Program Offices

Overall Range: 82-93%   Overall Benchmark AHRQ, HRSA

Vendor Survey

Most Improved Organization

Improvement Score: ---   Benchmark: ---

Vendor Survey

Best Overall Organization

Overall Range: 65-80%   Benchmark: NIH (NIEHS)

Notes

Notes